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SPECTACULAR

MISSOURI

TOURISM

GREAT

ESCAPES

MISSOURI®  
Where the rivers run

GOLF & SPA ESCAPE

MARKETING  
PLAN  
FY03

CAVE EXPLORATION

OUTDOOR ADVENTURE



## Introduction

Missouri's tourism marketing programs continue to draw national and international accolades even as they drive one of the state's most important economic engines. Much of this success can be attributed to the cooperation between the Missouri Division of Tourism and our partners in the tourism industry. With that thought, we hope this blueprint of the division's recent and planned marketing activities will serve you well as you develop your own marketing tactics for your destination or attraction.

As ongoing research brings to light the latest travel trends and the most effective means of reaching prospective visitors, our marketing strategy will continue to evolve so that we may pursue our vision of "Leading Missouri in becoming one of America's most memorable tourist destinations."

– John Robinson, director, Missouri Division of Tourism

## The Tourism Story

In 1967, the 74th General Assembly created the Missouri Tourism Commission. The Missouri Division of Tourism (MDT) operates under the direction of a 10-member commission that consists of the lieutenant governor; two senators of different political parties, appointed by the president pro tem; two representatives of different parties, appointed by the speaker of the House; and five governor appointees that may include, but are not limited to, persons engaged in tourism-oriented enterprises. No more than three governor-appointed members are of the same political party.

The tourism commission employs a director, qualified by education and experience in public administration with a background in the use of various news and advertising media. The director employs a professional staff.

## Budget History and Funding

Missouri's tourism funding formula is often held up as a model for the nation. Conceived in 1993 by industry members, the formula allows MDT to fund itself from tourism growth. Since this performance-based funding went into effect on July 1, 1994, the MDT budget increased from approximately \$6 million per year to \$15 million in FY03. Through this funding, the division expanded its marketing message while offering a matching funds program to local tourism organizations. This places Missouri in a better position to compete with other states for traveler expenditures. The MDT budget is contained within the Department of Economic Development's annual submittal for approval to the General Assembly and the governor.

## Research

The division conducts research to evaluate success and as a forward-looking strategic planning tool.

### CY02 Results (SMRI-CY02 Conversion Study):

- For every \$1 Missouri spends on marketing tourism, \$66.29 is returned in tourism expenditures

### FY02 Results (University of Missouri (MU) Economic Impact Report and Missouri Department of Revenue (DOR)):

- Missouri hosted a record 35.6 million domestic visitors during FY02, up 5.4 percent from FY01 (MU)
- \$3.11 is generated in state taxes per each MDT budget dollar (DOR)
- In-state, per person trip expenditures were \$102.13; out-of-state visitors spent \$180.38 (MU)
- Total industrial output (value of products produced by Missouri industries) due to travel was nearly \$12.8 billion (MU)

### Visitor Profile (MU-Economic Impact Report):

- Most of Missouri's visitors during FY02 came from Missouri and its eight neighboring states
- The percentage of in-state travelers increased 4.4 percent from FY01
- Average age or head of household was 48.2 with a median household income of \$50,000-\$59,000

## Top Five Activities of Visitors to Missouri

ACTIVITIES	FY00	FY01	FY02
Shopping	30%	28%	28%
Historical Places/Museums	11%	13%	13%
Outdoor (e.g. hunt, fish, hike)	11%	12%	13%
Theme/Amusement Park	9%	11%	8%
Cultural Events/Festivals	8%	9%	7%

## Strategic Planning

Strategic planning at MDT is a customer-focused process.

Advice is sought from the Missouri tourism industry via strategic planning committees to determine strategies and tactics to achieve the measured outcomes.

Strategic planning takes place at many levels. At the division level, budget requests submitted to the Department of Economic Development are closely tied to the strategic plan. Funding requests must be supported by strategies that tie into DED's strategic plan, which addresses the governor's priorities, Managing for Results (<http://www.mri.state.mo.us/>).

The standard process repeated within each program – Plan, Do, Check, Act – guides staff as they design projects to both meet the customer needs and achieve the primary MDT goal.

### Primary Outcome Measure: Increase Tourism Expenditures

This objective is achieved through outcome-based, research-supported marketing programs. Additionally, performance and customer satisfaction is measured on both a program and project basis.

## Direct Domestic Tourism Expenditures

	Actual		Target	
	FY02	FY03	FY04	FY05
Expenditures (billions)	\$5.5	\$5.6	\$5.7	\$6.0

## Five Regions

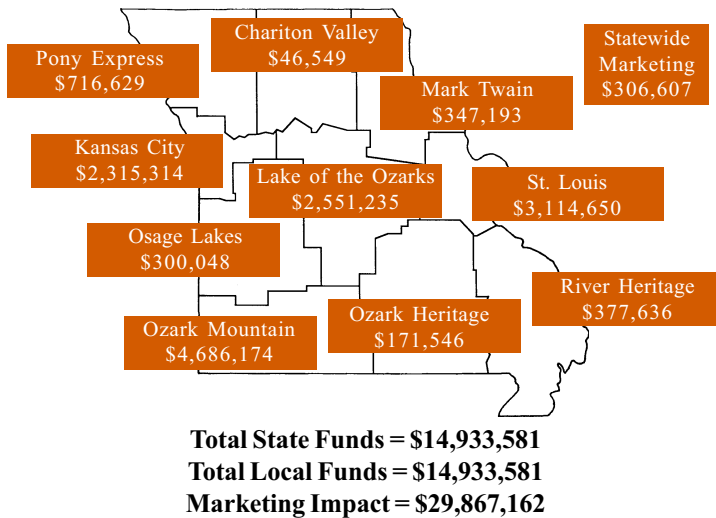
With the customer in mind, the Division of Tourism began using five geographic regions to divide the state. Those regions are Northeast, Northwest, Southwest, Southeast and Central. These regions replace the 10 traditional regions for marketing purposes only.

The five regions first were used in some small itinerary pieces and then on [www.VisitMO.com](http://www.VisitMO.com). Following positive feedback from these moves, the division designed the 2004 Missouri Vacation Planner using the same geographic regions.

These five regions do not replace the 10 regions used by the Co-Operative Marketing Program. Those regions will remain in effect.



## Cooperative Marketing Spent or Allocated Funds FY95-03



## Cooperative Marketing

This 50/50 matching funds reimbursement program exemplifies the valuable partnership that exists between MDT and Missouri destination marketing organizations. Projects funded for FY03 total more than \$5.8 million in tourism advertising activities.

### Marketing Categories Available

The following are areas in which approved, nonprofit destination marketing organizations are invited to apply for reimbursement funding to implement tourism marketing projects.

- Destination Advertising – Media advertising only in markets/media aligned with the MDT Marketing Plan. Primarily targets the leisure traveler. Applications are due each April 15.
- Leisure Travel Marketing – Primarily media advertising, but a variety of marketing activities may be funded. This category may only target the leisure traveler. Applications due each Jan. 31.
- Small Project Marketing – Various leisure travel marketing activities for projects of a small scope and duration. Applications due March 1 and Sept. 1.
- Brochure Development and Printing Program – For the development and printing of tourism brochures. Applications accepted at any time between July 1 and April 15.
- Convention Marketing – A variety of marketing activities targeting convention, meeting, and sporting event markets. Applications due Jan. 31.
- Statewide Marketing – Various marketing activities for statewide organizations. These applications also are due Jan. 31.
- Tourism Research – Tourism research projects only. Applications due Jan 31.

For additional information on the details of this program please search [www.VisitMO.com](http://www.VisitMO.com) under Industry Insights.

## International

**Target Markets:** Focus is on the United Kingdom and Canada

### Strategies:

- Increase awareness of Missouri as an international inbound destination;
- Increase U.K. passenger volume and stays by Canadians visiting by auto.

### Tactics:

- Continue to utilize the services of in-country U.K. marketing firm and private contractor for the United Kingdom and Canada to:

- Create and place U.K. and Canada advertising in researched mediums;
- Promote Missouri as the “Real America” with travel trade, media and consumers;
- Maintain, update and distribute press kits and releases on a regular basis;
- Represent Missouri at consumer and travel trade shows;
- Create and distribute Missouri Newsletter to travel trade;
- Fulfill requests for information.
- Attract and host international journalists and travel trade for FAM tours;
- Work with travel industry partners, such as airlines and tour operators;
- Provide sales mission opportunities to Missouri industry partners;
- Promote VisitMO.com group tour page to enable tour operators to view new itineraries, images, what’s new and escort notes
- Employ itinerary-based marketing concept by creating and distributing new and themed itineraries.

### Audience Demographics/Interests\*

- Adults without children or families with older children;
- High-spend client who seeks value for money;
- 90 percent professional/75 percent pleasure visitors;
- Nearly 75 percent with annual incomes more than \$40,000;
- Average party spends \$2,500 per trip;
- Key activities/interests include dining, shopping, historic sites, city sightseeing, visiting small towns and scenic beauty.

\* Tourism Industries InFlight Survey for Missouri

## United Kingdom Tour Operator Index

Index indicates the increases in passenger volume of British group and packaged Foreign Independent Travelers within the MDT Index group.

1999	2000	2001	2002
157	1037	1392	1827

## Communications Public Relations

### Strategy:

Support the division’s objective of increasing revenue from travelers’ expenditures

### Tactics:

- Editorial coverage:
  - Leverage coverage through ad agency media buys;
  - Enhance information network through meetings with CVBs and chambers of commerce;
  - Generate and distribute timely, accurate and appealing news about Missouri tourism destinations;
  - Host in-state press tours for travel writers;
  - Measure and analyze PR initiatives through clipping services, industry surveys and awareness studies;
  - Publicize special promotions, such as National Tourism Week and Missouri Day.
- Publications: Produce informative publications including the division’s annual report, e-newsletter, newspaper insert, etc.
- Media relationships:
  - Organization memberships: Public Relations Society of America, Midwest Travel Writers, Outdoor Writers Association of America, Missouri Broadcasters Association, Missouri Press Association;
  - Assist journalists in gathering information and materials for articles and broadcasts;
  - Maintain and update the Journalists Corner on [www.VisitMO.com](http://www.VisitMO.com) for reporters seeking news or images.

## Missouri Vacation Planner

### Strategy:

Increase tourism revenues by providing prospective out-of-state visitors and Missouri residents with comprehensive up-to-date information on attractions and accommodations as well as compelling editorial and appealing images.

### Tactics:

- Reorganize "2004 Missouri Vacation Planner" into five user-friendly sections comprising Missouri's geographic regions;
- Coordinate with industry partners to ensure listings are accurate and current;
- Feature images from annual photography contest that highlight the state's scenic beauty and family-oriented recreational opportunities and market Missouri as a fun and exciting vacation destination;
- Spotlight lesser-known attractions and destinations while continuing to encourage visitors to visit popular spots.

## Web Site

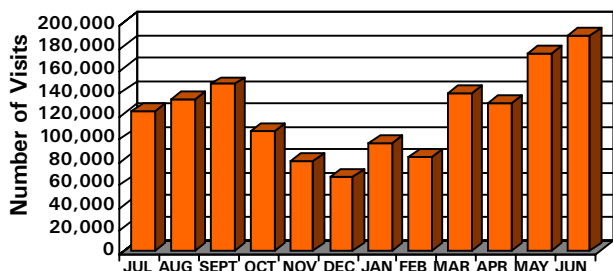
### Strategy:

Maximize tourism revenues by increasingly using [www.VisitMO.com](http://www.VisitMO.com) as the vehicle to disseminate information about Missouri destinations, attractions and events.

### Tactics:

- Drive traffic to [www.VisitMO.com](http://www.VisitMO.com) through advertising and promotions;
- Implement aspects of two-year Internet Marketing Plan, e.g.:
  - Enhance mapping function through TrueNorth;
  - Increase editorial copy – day trips, photo captions;
  - Implement online booking service;
  - Promote use of Extranet to enable industry members to post accommodations, attractions and events listings;
  - Track Web site visitation through Web Trends.

## Monthly Web Visits for FY03



Source: Missouri Division of Tourism

## Special Markets

MDT targets three niche markets. They are: Cultural Tourism, Tour and Travel and Ethnic Marketing. All are grouped into the special markets program.

## Cultural Tourism

### Strategy:

Promote Missouri as a cultural tourism destination

### Tactics:

- Public relations;
- Web site;
- Cultural calendar of events and site content;
- Culturally focused advertising;
- Collateral pieces;
- Involvement in community groups and outreach;
- Lewis & Clark Bicentennial Commission
  - MDT supports its efforts to attract the cultural traveler;
- Civil War Heritage Committee
  - Link to committee's Web site.

## Tour and Travel

### Strategy:

Promote Missouri as memorable group destination

### Tactics:

- Trade shows are used to reach target markets with a 65 percent resource focus on the affinity market and 35 percent on tour operators (Visit [www.VisitMO.com](http://www.VisitMO.com) for a list of shows Missouri plans to attend);
- Public relations: Create new itineraries; develop and implement press tours, an editorial calendar and press releases for travel trade publications;
- Create, with general market advertising agency, advertisements for travel trade publications;
- Create direct mail piece for use in targeted affinity markets;
- Create new fulfillment materials to be utilized as a follow-up to trade shows as well as in response to tour operators and group leader requests for information;
- Online group tour information for operators.

## Ethnic Marketing

### Strategy:

Promote the idea to African-American travelers that there is more to Missouri than they thought, by taking the position that Missouri offers a complete nighttime entertainment destination.

### Tactics:

- Traditional media:
  - TV, radio, print, Internet, outdoor, direct mail
- Nontraditional:
  - Interactive DVD containing video of Missouri destinations and Missouri Nights TV commercial, magazine/ newspapers;
  - Customized Missouri Nights jazz CD to be played on radio in target markets;
  - Ambush marketing;
  - Missouri Nights Access Card;
  - Relationship marketing.
- Direct potential travelers to the [www.missourinights.com](http://www.missourinights.com) Web site for detailed information about Missouri, vacation/entertainment destinations and promotional giveaways.

### Target Audience:

- African-American travelers looking for weekend getaways;
- 21-54 - Bulls-eye, 25-40;
- \$40K plus;
- Busy, active lifestyle;
- Concerned about quality of life;
- More informed regarding options;
- Education is important;
- Technologically savvy.

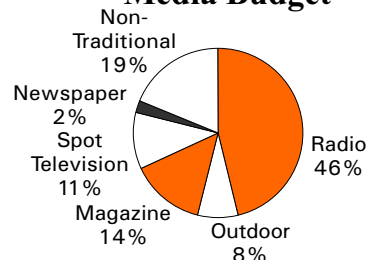
### Target Markets

- Chicago
- Memphis
- St. Louis
- Kansas City
- Omaha

### Populations

- 1,065,009
- 472,911
- 457,833
- 236,443
- 61,529

## Media Budget



Source: Missouri Division of Tourism

## Domestic Marketing Program

While the Domestic Marketing Program certainly includes many of the programs on the previous pages (e.g., all the special markets' initiatives), what is detailed here is information on the general marketing program that encompasses the majority of the population MDT targets.

### Tactics:

- Traditional advertising mediums: MDT's media mix will include a balanced mix of image and awareness-building media, primarily broadcast and direct response-oriented media, including television, magazines, newspapers and select online placements;
- Campaigns timing: Based upon research, campaigns will be timed to promote fall travel (August through October), holiday travel (November and December), and spring/summer travel (March through July);
- In response to the past year's travel market conditions, campaigns will address consumers' desire to stay closer to home, combining shorter, more frequent getaways with traditional one- or two-week vacations;
- All communications emphasize Missouri's unique appeal to potential travelers possessing a wide variety of leisure travel interests and needs;
- Promotions will continue to take a role in media campaigns, extending advertising budgets via partnerships;
- Direct marketing efforts will reach our best tourism customers, relaying targeted one-to-one based messages;
- Outdoor marketing: MDT plans to continue to have a Missouri sportsfisherman represent the state at national/regional sports shows and other outdoor events. MDT representatives also are available to work with travel journalists and support fishing programs for children;
- Savor the Flavor Festival: This festival, held in May every two years, exposes state legislators and elected officials to the sounds and sites of the incredibly diverse Missouri travel and tourism industry. More than 100 tourism entities from around the state gather in mid-Missouri to offer a sample of what their areas have to offer tourists;
- Missouri Governor's Conference on Tourism: Along with corporate and industry sponsors, the division brings in well-known national and regional speakers to provide the Missouri tourism industry with the most up-to-date tourism-related information possible.

## Welcome Centers

In cooperation with the Missouri Department of Transportation, the Division of Tourism operates six Welcome Centers located in rest areas along the interstate highway system at key entry points around the Missouri border: Hannibal, Joplin, Kansas City, New Madrid, Rock Port and St. Louis.

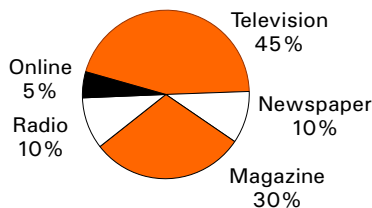
These centers distribute information about events to attend and attractions to visit throughout Missouri. Thousands of brochures are available to guide visitors as they plan their Missouri vacations. Hotel registration telephone consoles, computerized maps and information kiosks also are available to facilitate travel.

In addition to distributing information, the Welcome Centers serve the vital role of helping the Division of Tourism collect data to track visitation by season, geographic origin and modes of transportation.

## FY03 Visitor Counts

	DOMESTIC VISITORS	DOMESTIC VEHICLES	MOTOR COACHES	# IN TOUR
<b>Hannibal</b>	64,162	29,212	40	1,097
<b>Joplin</b>	127,510	54,077	150	4,773
<b>Kansas City</b>	102,858	36,438	12	451
<b>New Madrid*</b>	123,500	50,982	266	10,127
<b>Rock Port</b>	98,480	42,632	237	9,318
<b>St. Louis</b>	62,169	13,045	5	198
<b>FY03 Total</b>	<b>578,679</b>	<b>226,386</b>	<b>710</b>	<b>25,964</b>
<b>Total Visitors</b>	<b>608,961</b>	<i>*New Madrid Welcome Center was closed for a portion of FY03 due to a water service failure. Source: Missouri Division of Tourism</i>		

## Media Budget



Source: Missouri Division of Tourism

## Markets and Advertising Mediums: Coverage by Tiers

### Tier I

#### DMA Markets

Champaign-Springfield-Decatur,  
Des Moines-Ames, Omaha, Peoria-Bloomington, Topeka, Tulsa, Wichita

### Tier II

#### DMA Markets

Cedar Rapids-Waterloo-Dubuque,  
Chicago, Evansville, Ft. Smith-Fayetteville-Springdale-Rogers,  
Lincoln-Hastings-Kearney, Louisville, Memphis, Oklahoma City,  
Paducah-Cape Girardeau-Harrisburg, Quad Cities

### In-State

#### DMA Markets

Columbia-Jefferson City, Joplin-Pittsburg, Kansas City, Ottumwa-Kirksville, Quincy-Hannibal, Springfield, St. Joseph, St. Louis



## FY04 Division Calendar

*(Includes statewide Missouri tourism industry events and trade show opportunities)*

### July 2003

1-9 U.K. Sales Mission

### August

7-17 Missouri State Fair, Sedalia  
13-17 International Motorcoach Group,  
Keystone, Colo.  
23-26 ESTO (Educational Seminar for Tourism  
Organizations), Asheville, N.C.  
24-25 Missouri Showcase Marketplace,  
Columbia

### September

2 Winter/Spring SPM applications due  
4-6 Forever Young Senior Show, Toronto  
10 Co-op FY05 Application Seminar  
10 Co-op Reimbursement Workshop  
15-17 Governor's Conference on Tourism,  
Lake of the Ozarks  
18-20 CenStates Conference, Rochester, Minn.  
20-23 Student Youth Travel Association, Montrea  
24 Co-op Reimbursement Workshop  
24 Co-op FY05 Application Seminar

### October

1 Addison Travel Show, Toronto  
13-16 Reunion Network, Reno, Nev.  
15 Co-op Reimbursement Workshop  
15 Co-op FY05 Application Seminar  
20-22 TIA Outlook Forum, Austin, Texas  
29 GLAMER, Omaha, Neb.  
29 Co-op FY05 Application Seminar

### November

2-5 OMCA, Toronto  
3 DMO Certification applications due  
9-13 World Travel Market, London  
14-19 NTA Annual Convention, Charlotte, N.C.

### December

1 Co-op Traditional draft applications due;  
Co-op First Quarterly FY04 report due  
16-20 Midwest Band Clinic, Chicago, Ill.

### January 2004

2-12 Boat and Sport Show, Kansas City, Mo.  
13-14 Canadian Snowbird Extravaganza, Lakeland, Fl  
16-21 American Bus Association Marketplace  
New York City, N. Y.  
30 Co-op FY05 Traditional and Research  
applications due by 5 p.m.

### February

3-8 Boat and Sport Show, St. Louis  
8-10 Bank Travel Association, Myrtle Beach, S.C.  
9-10 Canadian Snowbird Association Show,  
South Padre Island, Texas  
TBD Co-op Reimbursement Workshop

### March

1 Co-op Second FY04 Quarterly Report due  
1 Co-op Summer/Fall SPM Project Applications  
due by 5 p.m.  
8-11 Reunion Network, Myrtle Beach, S.C.  
10-14 Lewis and Clark Bicentennial Signature Event,  
Three Flags Ceremony, St. Louis  
25-28 Reunion Network, Branson

### April

TBD Missouri Day in Toronto/Missouri Spring  
Gala, Toronto  
1 GLAMER, Milwaukee  
6-8 African-American Travel Conference, Kansas City  
15 Co-op FY05 Destination Advertising  
Applications due by 5 p.m.  
24-28 TIA International Pow Wow, Los Angeles, Calif.  
25-30 Missouri's On the Move Sales Mission to Quad  
Cities, Chicago, Milwaukee and Minneapolis.

### May

14-23 Lewis and Clark Bicentennial Signature Event,  
Preparations Complete: The Expedition Faces  
West, St. Charles  
17-20 Reunion Network, Biloxi, Miss.  
28 Notification of Co-op FY05 funding for  
Traditional, Destination, Research and SPM  
Summer/Fall Projects

### June

TBD TIA See America Week, London  
1 Co-op Third FY04 Quarterly Report due;  
First Quarterly Report for SPM Winter/Spring due  
5-7 MACVB Annual Meeting, Lake of the Ozarks

### Media Plan

For FY04, Missouri Division of Tourism's media plan will continue to build on demonstrated successes from previous years' campaigns. Grounded on a propensity to visit Missouri, the geographic market selection is based on a category development index

(CDI, propensity to take a vacation) and brand development index (BDI, propensity to vacation in Missouri). Demographic market selection is based upon information provided by MDT's research, such as advertising effectiveness studies and conversion studies.

### Missouri FY04 Domestic Advertising (Media) Projected Schedule

Media	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun
<b>Magazines</b>												
<b>Consumer Display</b>												
AAA Tourbook	•	•	•	•	•	•	•	•	•	•	•	•
AARP Modern Maturity			•	•					•	•		
American Heritage				•				•		•	•	
Arthur Frommer's Budget Travel				•				•		•	•	
Better Homes & Gardens										•	•	
Camping Life			•	•					•	•		
Country Weekly				•					•	•		
Endless Vacation	•	•	•	•			•	•	•	•	•	•
Family Circle								•	•	•		
Family Fun									•	•		
Friendly Exchange	•	•	•	•				•	•	•	•	•
Good Housekeeping										•	•	
Home & Away	•	•	•	•	•	•	•	•	•	•	•	•
Ladies Home Journal										•	•	
Midwest Living	•	•	•	•	•	•	•	•	•	•	•	•
Midwest Traveler	•	•	•	•	•	•	•	•	•	•	•	•
Missouri Life	•	•	•	•	•	•	•	•	•	•	•	•
More										•		
Oprah									•	•	•	
Reader's Digest			•						•	•		
Redbook										•		
Show Me Missouri	•	•	•	•	•	•	•	•	•	•	•	•
Southern Living										•	•	
Texas Monthly		•							•			
Time-Gold Edition			•						•			
Travel & Leisure									•	•		
Travel 50 & Beyond			•	•					•	•	•	•
Travel America			•	•			•	•	•	•	•	•
Vacations			•	•					•	•	•	•
Woman's Day									•	•		
<b>Newspapers, Magazines and Brochure Panels</b>												
Compass Travel Planner			•						•			
Metro Iowa Plus		•							•		•	
Midwest Vacation Guide			•						•		•	
Preprint Insert				•					•			
USA Weekend			•		•				•		•	
<b>Network Radio</b>												
Learfield Networks (Mo., Iowa, Ill., Neb.)			•	•					•	•		
Kansas City Royals	•	•	•							•	•	•
St. Louis Cardinals	•	•	•							•	•	•
<b>Network Television</b>												
Kansas City Royals TV	•	•	•							•	•	•
St. Louis Cardinals TV	•	•	•							•	•	•
<b>Online</b>	•	•	•	•	•	•	•	•	•	•	•	•

### Missouri FY04 African-American Advertising (Media) Projected Schedule

Media	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun
<b>Public Relations</b>			•	•				•	•	•	•	•
Newspaper									•	•	•	•
Spot Television			•						•	•	•	
Radio			•	•					•	•	•	•
Magazine										•	•	
Outdoor			•	•					•	•	•	
Ambush			•					•		•		•
<b>Events</b>												
Gateway Classic			•									
<b>Promotions</b>												
Soul In the Night			•									



## State of Missouri

Governor Bob Holden

### Missouri Tourism Commission

Chairman Louis P. Hamilton, St. Louis

Vice Chairman Lt. Gov. Joe Maxwell, Mexico

Sen. Chuck Gross, St. Charles

Sen. James Mathewson, Sedalia

Rep. B. J. Marsh, Springfield

Rep. Ryan McKenna, Barnhart

E. Gail McCann Beatty, Kansas City

Peter Brown, Lake Ozark

Raeanne Presley, Branson

Consuelo Washington, St. Louis



Director John Robinson,  
Missouri Division of Tourism

(573) 751-4133

**[www.VisitMO.com](http://www.VisitMO.com)**

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#### About the Cover:

The cover photographs feature the five getaways offered in the Missouri Division of Tourism's fall promotion "Missouri's Drive Into Fall." The promotion offers travelers the chance to win a Fantastic Caverns Special Edition "Cave State" Jeep Wrangler or one of these five great getaways (clockwise from top left):

A Wine Tour of Hermann and Dutzow

A Live Entertainment Spectacular in Branson

An Outdoor Adventure in Sam A. Baker State Park

A Cave Exploration Adventure

A Golf and Spa Package at the Lake of the Ozarks

The promotional campaign is one of several seasonal campaigns developed by the Missouri Division of Tourism to generate interest in seasonal travel in Missouri, drive additional traffic to the division's Web site and conserve marketing dollars.